

# FORSYTH COUNTY



## STRATEGIC PLANNING REPORT

Prepared by the Family Justice Center Alliance,  
a program of Alliance for HOPE International

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# **FORSYTH COUNTY STRATEGIC PLANNING**

Winston-Salem, North Carolina

August 27-28, 2019

# TABLE OF CONTENTS

<b>FAMILY JUSTICE CENTER STRATEGIC PLANNING AT-A-GLANCE</b>	<b>4</b>
<b>OVERVIEW</b>	<b>6</b>
<b>FORSYTH COUNTY’S JOURNEY TO A FAMILY JUSTICE CENTER</b>	<b>8</b>
<b>THE PLANNING PROCESS</b>	<b>9</b>
<b>EXECUTION: CRAFTING THE VISION</b>	<b>10</b>
<b>OUR FIVE-YEAR VISION (OUTCOMES)</b>	<b>13</b>
<b>ARTICULATING BELIEFS AND VALUES</b>	<b>14</b>
Values (what we believe)	15
Vision (what we see in the future)	15
Mission	15
<b>BLOCKS AND BARRIERS TO OUR VISION</b>	<b>16</b>
<b>CREATING A CULTURE OF HOPE - Group Exercise and Reflections</b>	<b>17</b>
<b>ALIGNMENT OF THE WORK GROUPS WITH THE VISION/BELIEFS/VALUES</b>	<b>19</b>
Work Groups	19
Goals	21
<b>STRATEGIC DIRECTION: NEXT STEPS TO REACHING OUR VISION</b>	<b>23</b>
<b>THE STRATEGIC PLANNING PROCESS IN PICTURES</b>	<b>25</b>
<b>APPENDICES</b>	<b>26</b>
Appendix A: Study Tour Report	27
Appendix B: Strategic Planning Agenda	28
Appendix C: Strategic Planning Event Attendees	30
Appendix D: Personal Commitments	31
Appendix E: Worksheets for Work Groups	36
Appendix F: Continuum of Integration	47
Appendix G: Family Justice Center Alliance Guiding Principles	48

# FAMILY JUSTICE CENTER STRATEGIC PLAN AT-A-GLANCE

## FJC FIVE-YEAR VISION FOR THE FUTURE

(see page 13)

### FOCUS QUESTION:

What do we want our Center to be in five years?

Facility Design	Comprehensive Wraparound Services	Onsite Partners	Operations, Funding, and Sustainability	Philosophy
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## BLOCKS AND BARRIERS TO THE FJC VISION

(see page 16)

### FOCUS QUESTION:

What blocks and barriers stand in the way of achieving our vision?

Leadership	Silos and Egos	Programmatic Culture	Community Buy-in	Sustainability
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## STRATEGIC DIRECTIONS: NEXT STEPS

(see page 23)

### FOCUS QUESTION:

How do we take advantage of the momentum toward making the FJC a reality?

Engage with the Alliance	Begin Work Groups/ Expand Steering Committee	Keep Meeting Together as a Large Group Planning Team	Review Recommendations and Implement
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# OVERVIEW

This document is the result of a two-day Strategic Planning event to create a guiding framework for the development of a dynamic, collaborative, trauma-informed, hope-centered Family Justice Center in Forsyth County, North Carolina. Family Justice Centers bring services together for survivors of trauma and abuse, allowing clients to access comprehensive wraparound services in one location while fostering a community of support for survivors that endures long after the crisis has passed. Alliance for HOPE International was contracted by Family Services in 2018 to assist in a community engagement, assessment, and visioning process for the creation of a Family Justice Center in Forsyth County. After a Study Tour visit in January 2019, the process culminated in a two-day Strategic Planning event on August 27-28, 2019.

Alliance for HOPE International (Alliance) is one of the leading social change organizations in the country focused on creating innovative, collaborative, trauma-informed approaches to meeting the needs of survivors of domestic violence and sexual assault and their children. Alliance for HOPE International and its allied Centers serve more than 150,000 survivors of domestic violence and sexual assault, and their children each year in the United States. The Alliance supports multi-agency Centers in more than twenty countries and trains more than 10,000 multi-disciplinary professionals every

year. The mission of the Alliance is to create pathways to hope for women, children, and men who are victims of domestic violence, sexual assault, child abuse, elder abuse, and human trafficking through collaborative, integrated multi-disciplinary centers, teams, and initiatives in order to break the generational cycle of violence and abuse in families across the United States and around the world.

In January 2019, the Alliance's technical assistance team was honored to meet with stakeholders and service providers in Winston-Salem during a two-day Study Tour visit (January 28-30). The Study Tour began with a community forum and comments from District Attorney Jim O'Neill, Winston-Salem Police Chief Catrina Thompson, Children's Law Center CEO Iris Sunshine, domestic violence survivor Jamie Gadson, and Family Services CEO Bob Feikema. After the community forum, the Alliance had the pleasure of meeting with members of several law enforcement agencies, District Attorney's Office personnel, judges and magistrates, community-based agency leaders and innovators, local elected officials, survivors, advocates, and policymakers. Discussions in these meetings helped illuminate the current state of collaboration through insights and feedback from professionals currently working with survivors and perpetrators.

The content of these dialogues demonstrated significant dedication on the part of service providers and stakeholders to providing a more collaborative, integrated service delivery approach for adult and child survivors in Forsyth County. The foundations for collaboration and co-location are apparent in various inter-agency relationships and Safe on Seven serves as a highly regarded model of how a multi-agency framework can garner true, community wide buy-in and be implemented at the intersection of multiple, varying structures. Forsyth County is uniquely poised to develop a thriving Family Justice Center, due in part to its long history of collaboration and compromise that began in an era wherein such concepts were groundbreaking and unprecedented.

A link to the original Study Tour Letter, with the Alliance's findings and conclusions, is included in this Strategic Planning Report as Appendix A.

In August, over 100 people representing over 50 different organizations and community groups participated in a display of accountability to survivors and commitment to improving trauma response. The Forsyth County Family Justice Center Steering Committee and Planning Team have excelled in their facilitation of this process. From coordinating the events and critically examining the future structural changes to current operations

and processes throughout the county to fortifying relationships in and amongst a wide variety of agencies and service providers, they have successfully cultivated the buy-in and support needed for the creation of a Family Justice Center framework in Winston-Salem.

This Strategic Planning Report has been created to facilitate the successful development, launch, and operation of a Family Justice Center in Forsyth County. It includes a brief history of Family Justice Center development efforts in Forsyth County, followed by an overview of the planning process, the visioning for the Center, the Work Group Goals and Objectives to be accomplished, and the suggested structure by which the plan will be carried out.



# FORSYTH COUNTY'S JOURNEY TO A FAMILY JUSTICE CENTER FRAMEWORK

**F**orsyth County has had many firsts in providing resources for victims of family violence. The first battered women's shelter in the state was established in Forsyth County in 1978. Family Services established one of the first Child Advocacy Centers in the state in 2000. The first Multi-Agency Center in the state to provide one-stop services for domestic violence and sexual assault victims, known as Safe on Seven, was established in 2005 through the efforts of the District Attorney.

In 2017, Family Services commissioned a community assessment that identified the need for better coordinated services. Since 2017, a planning group in Forsyth County has been meeting to discuss a greater vision for Forsyth County - the establishment of a Family Justice Center. A group of 15 community leaders toured the Guilford County Family Justice Center in Greensboro, NC in August 2017. Then a Forsyth County delegation attended the first North Carolina Family Justice Center conference later in the fall.

This planning group grew and met monthly to focus on establishing a Family Justice Center in Forsyth County. In 2018 the group engaged the Alliance to provide guidance on next steps that began with the Study Tour in January 2019 and now Strategic Planning. A Planning Coordinator was brought on board this past summer to coordinate the expanding effort to create a Family Justice Center in Forsyth County. J. Nelson-Weaver brings 25 years of experience with community engagement, project management, and program planning and evaluation.





# THE PLANNING PROCESS

The Strategic Planning framework for the development of a Family Justice Center in Forsyth County was developed over two days in a fast-paced process facilitated by the Alliance Team which included: Casey Gwinn,

President; Gael Strack, CEO; and Brynne Spain, Program Assistant, Family Justice Center Alliance. The agenda and the full list of attendees are included in Appendix B and C of this report.

Highlights from the Planning day included:

- Opening comments by Bob Feikema, President & CEO, Family Services; Allen Joines, Winston-Salem Mayor; Dave Plyler, Chairman, Forsyth County Board of Commissioners
- Overview of development process by Bob Feikema
- Comments by Cassandra Shine and Angela Young, Victim Advocates
- An overview of the Strategic Planning process by the Alliance team
  - Study Tour Feedback
  - Essential Ingredients of a Family Justice Center
  - Shared Leadership
  - Working with Trauma-Exposed Children (Camp HOPE America)
- Crafting the vision – What do you want the Center to be in five years?
- Articulating the mission, values, and beliefs
- Identifying blocks and barriers to the vision and mission
- Overcoming the blocks and barriers: proactive strategies and actions
- Funding and sustainability planning
- Alignment and overview of the Work Groups
- Work Group Breakout Sessions
  - Governance and Facility
  - Service Delivery and Operations
  - Funding and Sustainability
  - Community Engagement, Outreach and Volunteers
- Reports from the Work Groups
- Personal commitments for the creation and operation of the Center

# EXECUTION

## CRAFTING THE VISION

The Planning session began with welcoming remarks by from the Planning Team, including Bob Feikema, President and CEO of Forsyth Family Services; Allen Joines, Mayor of Winston-Salem; and Dave Plyler, Chairman of Forsyth County Board of Commissioners. The Planning Team contextualized the Family Justice Center development process in Forsyth County and its history with an overview of the groundbreaking work first achieved by Safe on Seven and how that work can be replicated, preserved, and fortified through the scope of this new initiative. Leaders emphasized that the Family Justice Center framework will have an identity unique to Forsyth County because it encompasses the same spirit of interagency collaboration and accountability to survivors that built Safe on Seven over 15 years ago, while incorporating the crucial lessons learned about maintaining the momentum required to sustain the model.

"I'm excited to pull the mask off this cycle and prevent this from happening."

Cassandra Shine, a member of the Steering Committee and the survivor advocacy group, shared the powerful story of her sister, who was the victim of a domestic violence homicide. Cassandra leads an organization called "Sound the Silence in Domestic Violence." She has high hopes not only for the array of comprehensive services to be provided by the Forsyth Family Justice Center, but for the reduced stigma that will allow survivors to seek help and speak out about their experiences.



Cassandra Shine, Founder,  
Sound the Silence in Domestic Violence



"How did we get here? If you were to look back 40, 50 years ago, our history bends toward a Family Justice Center. This movement to provide resources, services, and justice for victims began during the 70s in this very county."

Bob Feikema, President and CEO  
Forsyth Family Services

Angela Young, a Steering Committee member, survivor, tireless advocate, and small business owner, shared her experience with navigating a system that often seemed cold, uncaring, and ill-equipped to help her and her family. She described the barriers she was forced to overcome to seek services and the advocates she finally connected with who embraced her.

Angela spoke about the dilemma that survivors often face even when they have incredible willpower, but have no information or pathway on how to access resources in a complex system. "Having this [Family Justice Center] would have been monumental," she said. She asked professionals in the community to "Look beyond yourself and the everyday tasks. Allow these survivors to lean on you for your expertise and your resources."



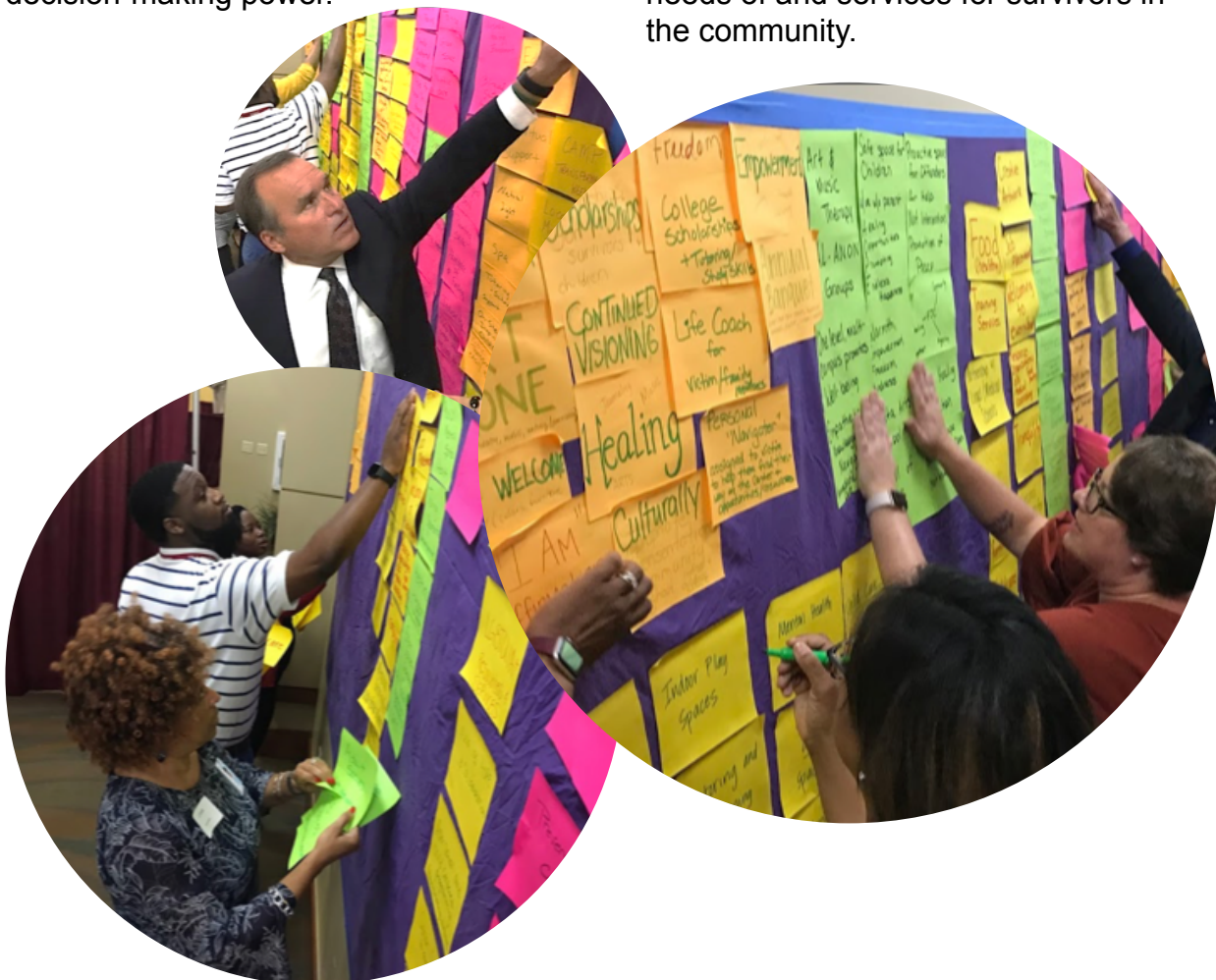
"Food stamps and Medicaid...those things help. Great, you gotta eat and you gotta have healthcare. But what about the moment someone looks at you, as Kendra has done, and says, 'I will do this for you. I'll take that over'?"

Angela Young, Steering Committee Member and Advocate

## EXECUTION

Casey Gwinn provided an overview of the Family Justice Center movement and helped participants create their vision for a Family Justice Center in Forsyth County, a shared vision that is the articulation of what the Center can become and produce in the community. He and Gael spoke about the common phenomenon they see in communities seeking to develop a Family Justice Center framework. Service providers and stakeholders claim to fear change but in reality, they fear loss: loss of funding, loss of allies/champions, loss of decision-making power.

Casey challenged participants to close their eyes and envision a five-year plan beyond these fears – visiting the Center to see the effective, successful model of community collaboration that has dramatically decreased family violence and reduced homicides. After nearly ten minutes of envisioning the Family Justice Center in five years, participants wrote their ideas on cards and placed them on a sticky wall. Alliance staff then organized the cards into categories, linking concepts that produced a cohesive vision that represents the needs of and services for survivors in the community.



# OUR FIVE-YEAR VISION (OUTCOMES)

This is what we want a Family Justice Center in Forsyth County to look like in five years...

Facility Design		Comprehensive Wraparound Services		Onsite Partners	Operations, Funding, and Sustainability	Philosophy
<ul style="list-style-type: none"> <li>• Chalk wall with artwork</li> <li>• Swimming pool</li> <li>• Craft areas</li> <li>• Family shelter</li> <li>• Community kitchen concept</li> <li>• Spa</li> <li>• Housing</li> <li>• One-level, multi-campus</li> <li>• Mindfulness center</li> <li>• Play therapy room</li> <li>• “I Am” affirmations</li> <li>• Temporary housing</li> <li>• Computer lab</li> <li>• Music</li> <li>• Healing gardens</li> <li>• Comfortable furniture</li> <li>• Bridge entrance</li> <li>• Nursery/ mothers’ room</li> <li>• Central location with satellites</li> <li>• Library</li> <li>• Kid’s spaces</li> <li>• Multi-sensory room</li> <li>• Memorial space to honor victims</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor play spaces</li> <li>• Light and airy rooms</li> <li>• Green landscaping, natural lights</li> <li>• Not “administrative”</li> <li>• Meditation rooms</li> <li>• Coffee shop</li> <li>• Quick-Mart</li> <li>• Playground for all abilities</li> <li>• Indoor play spaces</li> <li>• No hospital smell</li> <li>• Adult changing stations</li> <li>• Tranquility</li> <li>• Urban rooftop garden</li> <li>• Wellness Center</li> <li>• Spiritual space and resources</li> <li>• Warm and peaceful reception area</li> <li>• Art in multiple spaces</li> <li>• Location matters – bus route</li> <li>• Vibrant colors</li> </ul>	<ul style="list-style-type: none"> <li>• College scholarships</li> <li>• Parenting skills</li> <li>• Transportation</li> <li>• Clothing/toiletries</li> <li>• Pathway to reliable transportation</li> <li>• Transitional housing vouchers</li> <li>• Life coach</li> <li>• Self-defense classes</li> <li>• Healthy/local food</li> <li>• Re-entry services</li> <li>• Tele-court</li> <li>• Financial literacy services</li> <li>• Hospitality industry training</li> <li>• Exercise classes</li> <li>• Access to basic needs</li> <li>• Safe relationships services</li> <li>• Case management</li> <li>• Pharmacy</li> <li>• Inter-generational, fun activities</li> <li>• Peer support</li> <li>• Affordable primary/dental/ vision care</li> <li>• Arts programs</li> <li>• Expressive therapies</li> <li>• Mental health counseling</li> </ul>	<ul style="list-style-type: none"> <li>• Childcare</li> <li>• Activities for children</li> <li>• After-school and child-centered programming</li> <li>• Life skills classes</li> <li>• Mentoring and job training</li> <li>• Mentoring and tutoring</li> <li>• Clothing boutique</li> <li>• Full array of medical services</li> <li>• Court education</li> <li>• Alternative therapy</li> <li>• Support groups</li> <li>• Holiday parties</li> <li>• Medical clinic</li> <li>• Therapy dogs</li> <li>• Pro-bono legal partners</li> <li>• Tutoring and school support</li> <li>• Spiritual support</li> <li>• Music and arts</li> <li>• LGBTQIA+ resources and services</li> <li>• Preventative care</li> <li>• Financial services</li> <li>• Housing services</li> <li>• Yoga</li> </ul>	<ul style="list-style-type: none"> <li>• Al-anon and substance use groups</li> <li>• Medical Child Advocacy Center</li> <li>• Delta Arts and School of Art</li> <li>• Department of Social Services</li> <li>• Food pantry</li> <li>• Healthcare provider</li> <li>• Dentist</li> <li>• Counseling partners</li> <li>• Non-uniformed law enforcement</li> <li>• Housing specialist</li> <li>• Child therapist</li> <li>• Chapel and faith community leaders</li> <li>• Civil legal partner(s)</li> <li>• Law school partner</li> <li>• Medical school partner</li> <li>• University program partners</li> <li>• Geek Squad</li> <li>• Judges/lawyers/ court services</li> <li>• Senior Center</li> </ul>	<ul style="list-style-type: none"> <li>• Large volunteer network</li> <li>• Total buy-in with stakeholders</li> <li>• Bilingual staff, printed information in other languages</li> <li>• Greeters</li> <li>• Open 24/7</li> <li>• Training opportunities</li> <li>• All resources operational and onsite 24/7</li> <li>• Personal “navigator” to help client find services</li> <li>• Continued visioning</li> <li>• Non-threatening security</li> <li>• Integrated activities (staff and survivors)</li> <li>• Immediate, relaxing care</li> <li>• Annual Banquet</li> <li>• Private/public funding</li> <li>• Collaborative funding</li> <li>• Research</li> </ul>	<ul style="list-style-type: none"> <li>• Design for disability</li> <li>• Whole family programming</li> <li>• Guest ownership and participation</li> <li>• Training opportunities</li> <li>• Promotion of peace rather than intervention</li> <li>• Total wellness</li> <li>• Culturally friendly environment (media/signs/ paperwork in a variety of languages)</li> <li>• Proactive space for help for offenders</li> <li>• Hub for health community</li> <li>• Shame-free, grace-filled environment</li> <li>• Web of hope and collaboration</li> <li>• Services for all people</li> <li>• Open to all ages</li> <li>• Multidisciplinary</li> <li>• Strength of coalitions and partnerships</li> </ul>

# ARTICULATING BELIEFS AND VALUES

**A**fter creating a shared vision, the participants articulated their beliefs and values to help ground and guide development and operation of the Center as the entire community works toward achieving its vision:

## Beliefs and Values

- Tailoring responses to victim's needs
- Person-centered
- Victim's voices matter
- Promoting autonomy
- Individualization
- Being heard
- Power regained
- Affirmation and love
- Respect
- Treated and received with dignity
- Empowerment
- Value and worth
- Needs-based
- Authenticity
- Welcoming
- Supportive
- Access
- Good listeners
- Courtesy/sincerity
- Judgment-free environment
- Truth
- Transparency
- Trust – self, organization, partners
- Integrity
- Truth and justice
- Teach financial peace and stewardship
- Customer service and hospitality
- Meeting expectations
- Consistency in service to victims
- “We” more powerful than “I”
- Working together to achieve more
- B.A.R.T. (boundaries, authority, roles, tasks)
- Camaraderie
- Unity
- Building community
- Egos aside
- Partnerships
- Providers are equal partners
- Team-oriented
- No single right way to address needs
- Stability
- Sustainable
- Money will not solve everything
- Holistic healing
- Empathy
- Diversity in people and programs
- Cultural awareness and responsiveness
- Collaboration
- Community of opportunities
- Compassion
- Kindness
- Have faith in hope
- Believe in the possible future
- Cycles can break, change can happen
- Accountability
- Follow-up

### Values (what we believe)

The Alliance framed the values and beliefs identified during the exercise into a belief statement for potential adoption by the Steering Committee as the planning process proceeds.

#### We Believe

- Our Center’s ability to create the best possible community for survivors depends on: **transparency** amongst staff and partners, **accountability to survivors**, and **holistic, person-centered models of service delivery**.
- Everyone deserves **love, dignity**, and a **community of non-judgment**.
- **Compassion, collaboration**, and commitment to **consistency** will allow us to create change and foster hope.

### Vision (what we see in the future)

The foundation of our Center is **empowerment, trust**, and the **commitment** to creating community for survivors. We start by setting aside egos and silos to provide **needs-based, kind-hearted, culturally-responsive** services that support survivor **goals, holistic healing, truth, justice**, and **violence prevention**.

### Mission

Our mission is to provide **holistic, needs-based**, and **culturally-responsive services** to individuals and families focused on increasing **safety, fostering hope**, and creating **community after the crisis**.

### Blocks and Barriers to Our Vision

A discussion about blocks and barriers began with a question: “If these are your beliefs and values, then why has the Family Justice Center not yet become a reality?” The group used this question to identify and analyze the perceived blocks and barriers in Forsyth County. After identifying these obstacles, Casey Gwinn led the group in hope-centered table exercises to strategize ways to mitigate these problems and minimize their ability to impede the ultimate vision of the Center. The point of this exercise was to illustrate that no barrier is insurmountable and positive goal setting works. The blocks, barriers, and solutions are organized into a chart on the following page.

# BLOCKS AND BARRIERS TO OUR VISION

FOCUS QUESTION: What blocks and barriers stand in the way of achieving our vision?									
Leadership		Silos and Egos		Programmatic Culture		Community Buy-in		Sustainability	
Blocks and Barriers	Solutions	Blocks and Barriers	Solutions	Blocks and Barriers	Solutions	Blocks and Barriers	Solutions	Blocks and Barriers	Solutions
<ul style="list-style-type: none"> <li>Professional burnout</li> <li>Leadership and systems</li> <li>Government structure</li> <li>Non-inclusive decision making</li> <li>Complacency</li> <li>Planning fatigue</li> <li>Executing the process</li> </ul>	<ul style="list-style-type: none"> <li>Identify political and/or community champion(s)</li> <li>Build leadership development and transitions into policies</li> <li>Develop a need and impact statement</li> <li>Quarterly meetings</li> <li>Maintain advocacy groups</li> <li>Increase community/volunteer involvement</li> <li>Regular reminders of long-term goal</li> <li>Create realistic timeline and goals</li> </ul>	<ul style="list-style-type: none"> <li>Differing priorities</li> <li>Competing priorities</li> <li>Biases</li> <li>Contradicting beliefs between agencies</li> <li>Merging DV, SA and elder abuse</li> <li>Fears and loss</li> <li>Staying true to the needs</li> <li>Maintaining collaborative partnerships</li> <li>Providers mindset</li> <li>Territorial/turfism</li> <li>People not being/feeling invested</li> <li>Conflicting agendas/policies between organizations</li> <li>Vision clash</li> <li>Not being committed</li> <li>Confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>Access to transportation</li> <li>Commitment to training</li> <li>Reactive vs. preventative approach</li> <li>How we define success</li> <li>Issues with identifying "primary" victims</li> <li>Manage conflict of interest (alleged offender works for FJC partner)</li> <li>Victim blaming</li> <li>How to deal with increase in volume of victims</li> <li>Disrespect and accountability</li> <li>Fear of change</li> <li>Education and knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Access to transportation</li> <li>Commitment to training</li> <li>Reactive vs. preventative approach</li> <li>How we define success</li> <li>Issues with identifying "primary" victims</li> <li>Manage conflict of interest (alleged offender works for FJC partner)</li> <li>Victim blaming</li> <li>How to deal with increase in volume of victims</li> <li>Disrespect and accountability</li> <li>Fear of change</li> <li>Education and knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Vehicle assistance programs</li> <li>Lobbying transportation infrastructure improvement</li> <li>Research what other FJCs are doing</li> <li>Create a dynamic orientation package</li> <li>Volunteers</li> <li>Training on ACEs, brain science</li> <li>Focus on prevention</li> </ul>	<ul style="list-style-type: none"> <li>Continued support from elected officials</li> <li>"No can do." County</li> <li>Community and stakeholder buy-in</li> <li>Location (suburban vs. rural)</li> <li>Facilities and land</li> <li>County specific assistance</li> <li>Minimum engagement by faith community and churches, and big business in planning process</li> <li>Skeptics</li> <li>Varied public and social interests</li> <li>Community resources and limitations</li> <li>Multiple municipalities</li> <li>State and federal laws</li> </ul>	<ul style="list-style-type: none"> <li>Thank elected officials for their support now</li> <li>Get community support through media, social media and community forums</li> <li>Get a written commitment from all stakeholders and elected officials</li> <li>Engage business leaders as allies in future workforce development</li> <li>Influence philanthropy to invest in long-term capacity building</li> <li>Enact a law in state/local government to fund, support, and protect program</li> <li>Name it "Forsyth County"</li> <li>Satellite locations</li> <li>Visit other municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Financial allocation</li> <li>Funding priorities</li> <li>Allowing funders to dictate the vision</li> <li>"Powers that be" and organizations change priorities or discontinue support</li> <li>Unclear return on investment</li> <li>Leadership transitions</li> <li>Need to be attentive to diversified funding sources</li> <li>Money not going to the right place</li> <li>Plan to transfer knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Re-prioritize funding based on outcomes</li> <li>In-kind contributions</li> <li>Human capital</li> <li>Asset-based problem solving</li> <li>Align with current priorities</li> <li>Shared staffing costs</li> <li>Re-invest money saved to FJC - less 911 calls</li> <li>Collaborative fundraising</li> <li>Identify potential new funders</li> <li>Reallocate agency specific resources to make FJC a priority</li> <li>Demonstrate economic impact</li> </ul>



# CREATING A CULTURE OF HOPE

## Group Reflections on Ellen Pence Video

**D**uring a working lunch, the Alliance shared segments of a video that focused on a conversation between Casey Gwinn and Ellen Pence, co-founder of the Duluth Domestic Abuse Intervention Project and leader in the battered women's movement. In the video, Ellen shared her thoughts on working collaboratively in an integrated framework. Reactions from participants at Forsyth County's Strategic Planning event can be seen below.

"I'm a nurse, so I could relate when she was talking about holistic healing and looking at the individual as a whole person. The medical center has a problem with that, especially once insurance is involved. You were onto something years ago. It's important to look at this holistic aspect when it comes to domestic violence."

"The whole notion of having long-term community support starts here."

"Holding those involved in the process accountable and everyone taking ownership really resonated. There has to be mutual accountability to follow up with the person in need."

"One of the things I thought was important was when she defined justice as the truth being told, repairing harm, and changing the situation. We need to be thinking about those things when victims come through."

"Valuing others' opinions. Active listening to ideas and being able to give feedback is important, not only with survivors but between agencies as well."

"Something that needs to be realized is how to be appropriately confrontational when needed and still teach people how to cope, how to debrief, and how to relax."

# DAY 1

## Reflections

"What happens from here that does get relayed back to the agencies – how do we **make this a reality?**"

*Susan Bowen*

"I'm reflecting on the values we talked about and how we'll interact with the people we serve and each other. **Respect, empathy, and breaking cycles** – and how that change can happen."

*Nicole Alford*

"My concern is to make sure all agencies have **consistent tools and training** to function so that we're providing the same services at all levels and nothing gets missed.

*Lisa Terry*



# ALIGNMENT OF THE WORK GROUPS

## with the Vision/Beliefs/Values

Day 2 included a session by the Alliance Team on funding and sustainability methods for Family Justice Centers, followed by convening the four Work Groups that were established prior to the event:

- Governance and Facility
- Service Delivery and Operations
- Community Engagement, Outreach and Volunteers
- Funding and Sustainability

Every participant was invited to rotate through two of the groups that interested them the most. The Work Group Chairs stayed in their groups as all participants rotated. The planning session then concluded with pledges of support and commitments from nearly all participants. Participants committed their time, attention, experience, and expertise to the success of the Center to make the vision a reality in Forsyth County. A list of the commitments is included in Appendix D. The goals of each Work Group are included here and will likely evolve as the planning process progresses.

### Work Groups

The intention of the Work Group Exercise during the strategic planning event was to begin to identify the initial goals, objectives, and actions needed by each Work Group. There will be many other goals, objectives, and actions identified as the Work Group process moves forward. It is important that the Work Groups begin meeting regularly under the oversight of the Planning Coordinator/Steering Committee. Initially, we recommend that the Work Groups meet at least monthly to make rapid progress on their initial goals, hold members accountable, and track the work they have accomplished. The Work Groups are responsible for finalizing plans for their respective focus areas and then executing the plans. Work Groups complete tasks and report out at the Steering Committee meetings.

The Strategic Planning process identified key focus areas that fall under the scope of each Work Group. This list may be adapted and amended overtime. Based on the Alliance's experience in planning many other Centers, these are the general areas of responsibility for each Work Group. Work Groups should reference these focus areas to ensure they are on track to complete essential actions needed to plan, open, and operate a dynamic, trauma-informed, hope-centered Family Justice Center.

## ALIGNMENT OF THE WORK GROUPS WITH THE VISION/BELIEFS/VALUES

### Work Group: **GOVERNANCE AND FACILITIES**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Governance Model</li> <li>• Leadership</li> <li>• Strategic Plan</li> <li>• Mission and Vision</li> <li>• MOUs</li> <li>• Decision Making</li> </ul> | <ul style="list-style-type: none"> <li>• FJC Guiding Principles</li> <li>• Internal Communication</li> <li>• Shared Decision-Making Progress</li> <li>• Short-Term and Long-Term Facilities Plan</li> <li>• Location(s) Selection</li> <li>• Involvement with the Alliance</li> </ul> |
|---|---|

### Work Group: **SERVICE DELIVERY AND OPERATIONS**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Training and Retention</li> <li>• Screening, Intake, and Oversight of Services</li> <li>• Operational Staffing/Structure</li> <li>• Partnership Agreements</li> <li>• Client Intake System</li> <li>• Facility Safety and Security</li> <li>• Transportation Plan</li> <li>• Data Collection</li> <li>• Identify Service Gaps</li> </ul> | <ul style="list-style-type: none"> <li>• Evaluation/Feedback</li> <li>• VOICES Committee (Survivors) – Coordinated with the Community Engagement Work Group</li> <li>• Operations Manual</li> <li>• Community Partner Program Development</li> <li>• Onsite/Offsite Community Partners</li> <li>• FJC Environment</li> <li>• Internal Communications</li> <li>• Technology Considerations</li> </ul> |
|---|--|

### Work Group: **COMMUNITY ENGAGEMENT, OUTREACH AND VOLUNTEERS**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Media Spokespersons</li> <li>• External Communication</li> <li>• Communication Materials</li> <li>• Volunteer Program</li> <li>• VOICES Committee (Survivors)</li> </ul> | <ul style="list-style-type: none"> <li>• Speakers Bureau</li> <li>• Branding and Marketing</li> <li>• Events</li> <li>• Education and Awareness</li> </ul> |
|---|--|

### Work Group: **FUNDING AND SUSTAINABILITY**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Establish Center Identity</li> <li>• Funding Plan</li> <li>• Public/Private Fundraising Mix</li> </ul> | <ul style="list-style-type: none"> <li>• Work with Community Engagement and Outreach Work Group</li> <li>• Create a Foundation</li> </ul> |
|---|---|

## ALIGNMENT OF THE WORK GROUPS WITH THE VISION/BELIEFS/VALUES

### Goals

This document provides the initial outlines for the Goals, Objectives and Actions identified for each Work Group to help guide group work during the Center's initial development process.

The Alliance identified 11 major organizational goals associated with the Work Groups based on their initial meetings during the planning process. These are as follows:

Work Group	Goals
<b>GOVERNANCE AND FACILITIES</b>	<ol style="list-style-type: none"> <li>1. Identify the governance structure</li> <li>2. Identify facility availability/expansion possibilities</li> </ol>
<b>SERVICE DELIVERY AND OPERATIONS</b>	<ol style="list-style-type: none"> <li>3. Develop a dynamic service delivery process</li> <li>4. Develop a plan to measure success of the Center</li> </ol>
<b>COMMUNITY ENGAGEMENT, OUTREACH AND VOLUNTEERS</b>	<ol style="list-style-type: none"> <li>5. Recruit people to tell the story</li> <li>6. Create a plan to tell the story</li> <li>7. Tell the story</li> </ol>
<b>FUNDING AND SUSTAINABILITY</b>	<ol style="list-style-type: none"> <li>8. Create a funding and sustainability plan</li> <li>9. Develop a case for support</li> <li>10. Determine the level of public/private funding sources</li> <li>11. Create a phased funding approach</li> </ol>

## ALIGNMENT OF THE WORK GROUPS WITH THE VISION/BELIEFS/VALUES

Work Groups are formed to accomplish Objectives and Actions associated with developing and operating the Center. Based on the work generated by the Strategic Planning Team, a grid was developed for the four Work Groups to provide initial order to all the identified Objectives and Actions. The grid contains a **Goal, Objectives, and Actions** to be completed. The priority and timing of Objectives and Actions will be refined by each Work Group as they begin meeting on a regular basis. Each Work Group is responsible for finalizing plans for their respective areas of focus and then executing the plan under the supervision and leadership of the Family Justice Center Steering Committee, made up of key leaders from throughout the community.

There are several Objectives that must be accomplished to reach each Work Group Goal. Consequently, there are even more “Actions” or smaller steps that must be completed before the Objectives are attained. Ultimately, each Work Group is responsible for identifying and completing Actions that will accomplish Objectives and achieve the Work Group Goal.

As Work Groups meet, it is important they not only consider the environment and type of services that need to be provided to clients, but also consider the type of environment and collaborative that needs to be formed to provide for Family Justice Center staff and partner agencies. To create a truly integrated Family Justice Center culture that works to create systems change, there must be a concerted effort to create a new organizational culture that blends the best of all disciplines. The Alliance recommends this new work culture be focused around the Family Justice Center Guiding Principles which are integrated and institutionalized into the processes at the Family Justice Center. To view a complete list of the Guiding Principles, refer to Appendix G.

The Alliance has attached Worksheets for each of the Work Groups in Appendix E and has included next steps here on the following page.

# STRATEGIC DIRECTION

## NEXT STEPS TO REACHING OUR VISION

FOCUS QUESTION: How do we take advantage of the momentum toward making the FJC a reality?	
<b>ENGAGE WITH THE ALLIANCE</b>	<ul style="list-style-type: none"> <li>• Participate in the Family Justice Center Alliance’s <a href="#">Monthly Calls for Developing and Open Centers</a> (second Wednesday of each month – 11:30 AM PT)</li> <li>• Encourage all participants to participate in Alliance webinars and spend time reviewing webinars, webcasts, and relevant documents in the online Resource Library at <a href="http://www.familyjusticecenter.com/resources/">http://www.familyjusticecenter.com/resources/</a></li> <li>• Send a diverse, multi-disciplinary team to the Annual International Family Justice Center Conference (May 19-21, 2020 (San Diego))</li> <li>• Schedule a conference call with the Alliance to finalize the Strategic Planning process elements</li> <li>• Schedule a conference call with the Alliance to discuss critical issues that arise from the Work Groups during the planning process</li> </ul>
<b>EXPAND PLANNING GROUPS</b>	<ul style="list-style-type: none"> <li>• Expand the Steering Committee to increase representation and decide who is best to serve on it and on an Advisory Committee</li> <li>• Recruit additional Work Group members to support plan execution</li> <li>• Provide each Work Group leader with a copy of the Alliance’s first “how to” manual entitled, “Dream Big, Start Small: How to Start and Sustain a Family Justice Center” (Available in E-Book at <a href="http://familyjusticecenter.com">familyjusticecenter.com</a>)</li> </ul>

STRATEGIC DIRECTION: NEXT STEPS

<b>FOCUS QUESTION:</b> How do we take advantage of the momentum toward making the FJC a reality?	
<b>KEEP MEETING TOGETHER</b>	<ul style="list-style-type: none"> <li>• Set up a regular meeting schedule for the Work Groups and create a feedback mechanism to the Steering Committee and larger Strategic Planning Team</li> <li>• Schedule a meeting with the entire Strategic Planning Team to review the plan, gather comments and solicit support</li> <li>• Reconvene the Steering Committee, partner agency heads and other stakeholders to reaffirm commitment to the collaborative vision, mission, values and goals</li> </ul>
<b>REVIEW RECOMMENDATIONS</b>	<ul style="list-style-type: none"> <li>• Develop a short briefing document to send monthly to elected officials, policy makers, and all potential partner agencies</li> <li>• Dream big, start small, and continually adjust to overcome the obstacles and take advantage of the opportunities</li> <li>• Continue to review the recommendations from the Study Tour throughout the planning process</li> </ul>



# THE STRATEGIC PLANNING PROCESS IN PICTURES

Additional photos available [here](#).



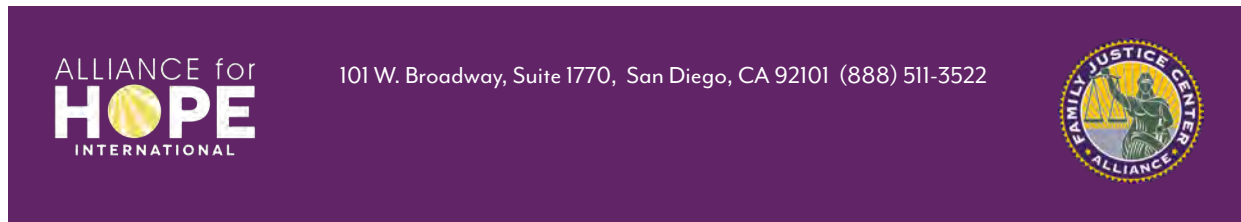
# APPENDICES

APPENDIX A: STUDY TOUR REPORT	27
APPENDIX B: STRATEGIC PLANNING AGENDA	28
APPENDIX C: STRATEGIC PLANNING EVENT ATTENDEES	30
APPENDIX D: PERSONAL COMMITMENTS	31
APPENDIX E: WORKSHEETS FOR WORK GROUPS	36
Governance and Facilities Worksheets	36
Service Delivery and Operations Worksheets	40
Community Engagement, Outreach and Volunteers Worksheets	43
Funding and Sustainability Worksheets	45
APPENDIX F: CONTINUUM OF INTEGRATION	47
APPENDIX G: FAMILY JUSTICE CENTER ALLIANCE GUIDING PRINCIPLES	48



## Appendix A: STUDY TOUR REPORT

To access the entire report, click on the image below.



Mr. Bob Feikema  
Family Services, Inc.  
1200 S. Broad Street  
Winston-Salem, North Carolina 27101

March 15, 2019

Dear Bob,

It was an honor for our Alliance for HOPE International (Alliance) Technical Assistance Team to participate in the two-day Forsyth County Study Tour on January 28-30, 2019. The support and warm welcome we received from the leadership team from Family Services exceeded our expectations and was immensely appreciated. The focus of the Study Tour was to identify the current strengths and gaps in Forsyth County's service delivery systems, understand your most valuable resources, identify processes that present challenges to survivors in accessing comprehensive support, and determine how the Alliance can best support your efforts toward starting a Family Justice Center. As part of our Study Tour, the Alliance gathered information about your community in pre-planning meetings, a site profile, anonymous partner surveys, online research, benchmarking, individual meetings, meetings with partners, focus group with survivors and court observation. It is a credit to the energy of your planning team that your community is poised to launch a successful FJC. This visit will be followed up by our Strategic Planning event in Forsyth County on August 27-28, 2019.

### Background About the Alliance

The Alliance, for more than a decade, has been leading the effort, through the Family Justice Center/ Multi-Agency (FJ/MA Centers) framework, to break down silos and integrate and coordinate services with a specific focus on creating collaborative Models to work with victims of domestic violence, sexual assault, child abuse, elder abuse, and/or human trafficking. The Alliance is one of the leading systems and social change organizations in the country, creating innovative, collaborative, trauma informed approach is to meeting the needs of survivors of domestic violence and sexual assault and their children. The alliance and it's allied FJ/ MA centers serve between 150000And 200,000 survivors of domestic violence and sexual salt and their children each year and the United States.

The mission of the alliance is to create pathways to hope for women, children, and men who are victims of domestic violence and related sexual Assault through collaborative, integrated multi-disciplinary centers, teams, and initiatives in order to break the generational cycle of violence and abuse and families across the United States and around the world. We were pleased to learn more about Forsyth County's alignment with that mission and it's commitment to strengthening collaboration and implementation of effective strategies that better serve adult and child survivors of trauma, violence, and abuse.

## Appendix B: STRATEGIC PLANNING AGENDA



Forsyth County Family Justice Center

Strategic Planning 2019

Tuesday, August 27 <sup>th</sup>	
8:30 – 9:00 am	<b>Opening and Welcome</b> <ul style="list-style-type: none"> <li>• Welcoming Comments                             <ul style="list-style-type: none"> <li>• Bob Feikema, President &amp; CEO, Family Services</li> <li>• Allen Joines, Mayor</li> <li>• Dave Plyler, Chairman, County Commission</li> </ul> </li> <li>• Thanking our Sponsors, Bob Feikema</li> <li>• Where We are in Our Development Process, Bob Feikema</li> <li>• Angela Young, Owner at Young Global Health, Victim Advocate</li> <li>• Participant Introductions, Alliance Team</li> </ul>
9:00 – 10:00 am	<b>Family Justice Center Overview</b> – Alliance Team <ul style="list-style-type: none"> <li>• Study Tour Feedback</li> <li>• Essential Ingredients of a Family Justice Center</li> <li>• Shared Leadership</li> <li>• Working with Trauma-Exposed Children (Camp HOPE)</li> </ul>
10:00 – 10:15 am	<b>Break</b>
10:15 – 10:30 am	<b>Overview of the Strategic Planning Process</b> – Alliance Team
10:30 – 11:45 am	<b>Crafting the Vision</b> – Alliance Team <ul style="list-style-type: none"> <li>• What do we want our Center to be in five years?</li> </ul>
11:45 – 12:00 pm	<b>Group Photo</b>
12:00 – 1:45 pm	<b>Working Lunch</b> – Lunch provided <ul style="list-style-type: none"> <li>• Ellen Pence Video and Reflections</li> </ul>
1:45 – 2:30 pm	<b>Articulating our Mission and Values/Beliefs</b> – Alliance Team
2:30 – 2:45 pm	<b>Break</b>
2:45 – 3:45 pm	<b>Identifying the Blocks and Barriers to Our Vision and Mission</b> – Alliance Team <ul style="list-style-type: none"> <li>• What can derail our vision or keep it from becoming a reality?</li> </ul>
3:45 – 4:45 pm	<b>Overcoming the Blocks and Barriers: Proactive Strategies and Actions</b> – Alliance Team
4:45 – 5:00 pm	<b>Closing Reflections</b> – Alliance Team



## Appendix B: STRATEGIC PLANNING AGENDA



Forsyth County Family Justice Center

Strategic Planning 2019

Wednesday, August 28 <sup>th</sup>	
8:30 – 9:00 am	<b>Opening Comments</b> <ul style="list-style-type: none"> <li>• Thanking our Sponsors, Forsyth Team</li> <li>• Review and Reflections of Day One, Alliance Team</li> </ul>
9:00 – 9:45 am	<b>Funding and Sustainability: How to Make the Pie Bigger!</b> – Alliance Team
9:45 – 10:00 am	<b>Break</b>
10:00 – 12:00 pm	<b>Alignment</b> – Alliance Team <ul style="list-style-type: none"> <li>• Overview of the Work Groups               <ol style="list-style-type: none"> <li>1. Governance and Facility</li> <li>2. Service Delivery and Operations</li> <li>3. Funding and Sustainability</li> <li>4. Community Engagement, Outreach and Volunteers</li> </ol> </li> <li>• Developing our Goals &amp; Objectives</li> </ul>
12:00 – 1:30 pm	<b>Working Lunch</b> – Lunch will be provided <ul style="list-style-type: none"> <li>• Successfully Working Together in a Family Justice Center</li> </ul>
1:30 – 2:00 pm	<b>Reports from Work Groups</b>
2:00 – 2:30 pm	<b>Personal Commitments from the Participants</b> – Alliance Team
2:30 – 3:00 pm	<b>Next Steps and Closing Reflections</b> – Alliance Team & Forsyth Team



## Appendix C: STRATEGIC PLANNING EVENT ATTENDEES

Elizabeth Abowd	Denise Hines	Twana Roebuck
Tina Adkins	Lori Hinton	Lindsey Sarvis
Sobeida Adolphus	Meredith Hooks	Robert L. Settles, Jr.
Linda Alexander	Victor Isler	Joetta Shepherd
Nicole Alford	Daniel Joyce	Stacy Shepherd
Tara Barham	Leslie Juarez	Cassandra Shine
Shannon Blevins	Hank Kennedy	Anna Marie Smith
Susan Bowen	Kendra Kimmer	Aqua Smith
Katherine Caster	Barbara Knotts	Christa Smith
Chrystal Clodomir	Andrea Kurtz	Jane Morgan Smith
Grashia Connelly	Hanna Leonard	Patty Sorrells
Maria Cotta	Linda Lewis	Susan Stevens
Alison Cranford	Machell Martin	Cynthia Sullivan
Ethlyn C. Sontos	Michelle McBryde	Iris Sunshine
Glenda Dancy	Ronald McCrae	Corina Tackett
Patricia Dean	Fulton McSwain, Jr.	Ronda Tatum
Elisabeth Dresel	Natoshia Miles	Lisa Terry
April Durr	Elizabeth Miller	John Thacker
Marni Eisner	Eric Montgomery	Renita Thompkins Linville
Mark Elliott	Jazmine Moore	Connie Trejo
Bob Feikema	Jeremy Moseley	Angie Tuttle
Jamie Gadsen	Karmen Mowery	Steve Virgil
Tim Gallagher	Rebecca Nagaishi	Dudley Watts
Amy Gauldin	Qu'Shon Nelson	Claudette Weston
Reni Geiger	J. Nelson-Weaver	Leah Wheeler
Fletcher Gist	Sarah Northrop	Keith Wheeler
Elizabeth Goodman	Monica Onumah	Dytana White
Molly-Catherine Goodson	Kimberly Palmer	Elizabeth White
Nan Griswold	Nathan Parrish	Christie Williams
Gary Gunderson	Sherri Paysour	Frances Williams
Tonya Haizlip	Michael Pesce	Lara Wilson
DeWanna Hamlin	Linda Petrou	Renai Wisley
Meredith Hamsher	Allison Pinnix	Kyle Wolf
Amy Hardin	Commissioner Dave Plyler	Odette Yambó Sánchez
Nikki Hernandez	Kathy Poehling	Angela Young
Perla Hilton	Dawn Proctor	

## Appendix D: **PERSONAL COMMITMENTS**

Join a work group for Governance or Community Education and Outreach.

**- DANIEL JOYCE**

---

I will participate in the work group, Community Outreach and Education, and also, I'll help once a week wherever needed. I will also put info about the Family Justice Center on our Wells Center website.

**- LEAH WHEELER**

---

I'm willing to help out any way I am asked. I am also willing to reach out to the faith community.

**- KIM PALMER**

---

Going to different agencies, organizations, and groups spreading the word about the FJC. Recruiting others to get involved in the Family Justice Center.

**- ANGELA YOUNG**

---

Talk to others about this new Family Justice Center.

**- STACY SHEPHERD**

---

Joining a work group and advocate.

**- CYNTHIA SULLIVAN**

Help each and every victim that seeks help and knowledge from me.

**- FLETCHER M. GIST,  
SHERIFF'S OFFICE, DV OFFICER**

---

Actively participate in a work group and support FSI counseling staff as they provide quality services at the Family Justice Center.

**- NICOLE ALFORD**

---

I am willing to remain on the Steering Committee and join a work group to achieve a short term and long-term goal.

**- RENITA THOMPkins LINVILLE**

---

Call someone at Kaleideum to ask about helping design the children's play spaces. Reach out to an organization regarding green building facilities.

**- MEREDITH HAMSHER**

---

I will volunteer and serve on a work group for the planning of Forsyth's Family Justice Center. I will work with staff who want to be a part of this process.

**- HANK N. KENNEDY**

## Appendix D: **PERSONAL COMMITMENTS**

I commit to continuing to lean in, connect with those needing help in my community, and spreading the word of hope through the Family Justice Center.

**- KARMEN MOWERY**

---

Meet with new staff and partners to share experiences from Safe on Seven to push for inclusiveness of survivor's voices.

**- ALISON CRANFORD**

---

I will volunteer and provide assistance as needed during the process of bringing a Family Justice Center to Forsyth County.

**- SOBEIDA ADOLPHUS**

---

Be a voice for victims of violence. Continue to learn and gather information about the Family Justice Center movement.

**- FULTON MCSWAIN**

---

I will take all that I've learned about the vision of the Family Justice Center with my agency and work to encourage our team to be a main player in starting it and being a part of it.

**- MICHAEL PESCE**

Give of myself to help those who can't help themselves.

**- ROBERT SETTLES**

---

Communicate and advocate. Attend City and County meetings to try and get support.

**- DYTANA WHITE**

---

I will commit to joining a work group. I will continue to advocate for children who are victims of abuse with passion and kindness.

**- ANGIE TUTTLE**

---

Participate in one of the work groups.

**- ELIZABETH WHITE**

---

Speak to different agencies about the Family Justice Center. Join a work group. Volunteer. Tell my story to help others.

**- GRASHIA CONNELLY**

---

Connect to every person and organization present to see how they can be engaged and continue to include others.

**- J. NELSON WEAVER**



## Appendix D: **PERSONAL COMMITMENTS**

Land a regional SDOH (Social Determinants of Health) pilot that brings additional resources to the IPV provider(s) in Forsyth. Support Family Services in their vision of a Family Justice Center sooner than later.

**- TIM GALLAGHER**

---

I will volunteer services and advocate.

**- TONYA HAIZLIP**

---

Share resources.  
Join a work group. Volunteer.  
Advocacy. Collaborate and partner.

**- GLENDA DANCY**

---

Advocate for Family Justice Center cause (community outreach).  
Join a work group. Identify how my agency, organization, and programs can assist in the work (services offered).

**- FRANCES WILLIAMS**

---

I will join the funding and sustainability work group (professionally). I will be available to help where needed (personally) as a community member.

**- APRIL DURR**

I'm committed to assisting the transition of Safe on Seven to a Family Justice Center through the County's budget process by identifying the efficient use of County resources and trying to find other available resources.

**- KYLE W. WOLF**

---

(1) Friendraise, (2) Vision Share, (3) Activate Community, faith network and others.

**- CHRISTIE WILLIAMS**

---

Join a work group. Advocate and educate for LGBTQIA+ victims and survivors.

**- LINDSEY SARVIS**

---

Join work group to develop intake and hospitality procedures.

**- SUSAN C. BOWEN**

---

Education, training, speaking, and sharing.

**- MOLLY-CATHERINE GOODSON**

---

Education, training, outreach, spokesperson.

**- DAWN PROCTOR (MEDICAL DIRECT SERVICE PROVIDER)**

## Appendix D: **PERSONAL COMMITMENTS**

Advocate for victims and educate victims on strangulation.

- **MACHELL MARTIN**

---

I will work to bring in partners who have not traditionally been involved in this work.

- **REBECCA NAGAISHI**

---

Training and education.

- **DEWANNA HAMLIN**

---

Stay the course with getting the Family Justice Center manifested, educate myself more about domestic violence to help others, work with others to collaborate, and commit my service to the Steering Committee and DV focus group.

- **CASSANDRA SHINE**

---

I am personally committed to strengthening relationships throughout my community in order to leave it better than I found it.

- **ERIC MONTGOMERY**

---

Support Operations and Service Delivery, continue to work with work groups, and offer my services to Jay.

- **BARBARA KNOTTS**

To continue to make the establishment of a Family Justice Center a top priority of Family Services and commit the time, energy, and resources needed to make it a reality.

- **BOB FEIKEMA**

---

I will work with my grassroots empowerment group to grow that influence as an educational commitment to Family Justice Center promotion.

- **JANE MORGAN SMITH**

---

I commit that I will speak to members of the faith community about joining this work.

- **ELDER PATRICIA R. DEAN**

---

Advocating for survivors, community outreach with unaffiliated agencies, commit to staying engaged, and volunteering at events that help promote and raise funds for our Family Justice Center.

- **MONICA ONUMAH**

---

Join a steering committee. Advocate. I'm willing to be a role model to other survivors.

- **MICHELLE MCBRYDE**

## Appendix D: **PERSONAL COMMITMENTS**

Build new relationships and nurture existing relationships in order to grow and strengthen community partnerships vital to the success of the Family Justice Center.

**- MEREDITH HOOKS**

---

Share with colleagues.

**- KATHY CASTER**

---

Promoting services in/out of Safe on Seven to make sure every victims' needs are met.

**- MARIA COTTA**

---

Join work group and do an inventory of services and resources. Help with research.

**- NIKKI HERNANDEZ**

---

I am committed to make the Family Justice Center happen: (1) support the work, (2) get involved with the work, and (3) train to be able to do the work.

**- LISA TERRY**

---

Explain what this is all about to others and spread the word.

**- ETHLYN C. SONTOS**

(1) Wrote grant for housing specialist to connect Family Justice Center to coordinated assessment (CIC) for housing planning. (2) Continue to engage in conversations on how housing needs of survivors can be identified and addressed. (3) Help with development of coordinated/shared intake and data system.

**- ANDREA KURTZ**

---

Pray for the dream of a Family Justice Center to come true. Tell others about the Family Justice Center.

**- TINA ADKINS**

---

Strengthen the voices and unity of survivors in the community.

**- KENDRA KIMMER**

---

Position DSS to engage mutual collaboration to develop and implement a Family Justice Center in Forsyth County. Identify staff for co-location as needed.

**- ANNA GRZELAK**

---

Co-chair a work group and continue educating others about Family Justice Centers.

**- MAUREEN MOSTACCI**

## Appendix E: WORKSHEETS FOR WORK GROUPS

### GOVERNANCE AND FACILITY Work Group

At the heart of every Family Justice Center is leadership and the planning team’s ability to create a shared decision-making process. This requires a collaboratively developed legal structure supported by a governing body that is fully committed to a co-located approach to domestic violence and sexual assault survivors and their children. The formalization of this new integrated services model will in turn produce a new organizational culture and create a new process. It is integral that this Work Group focus on establishing a solid foundation for successful leadership. Governance must also create a process to build trust and improve relationships among government and non-government agencies.

For the Center to be a success, it needs to have a top-notch facility or facilities. This requires a collaboratively developed legal structure supported by a governing body that is fully committed to a co-located approach to domestic violence and sexual assault survivors and their children. In addition to proper governance, the facility or facilities where partners will be housed and survivors will be served is vitally important. The look, feel, location, safety and accessibility of the Center will have an enormous impact on its success. Governance must also create a process to build trust and improve relationships among government and non-government agencies.

GOAL #1: Identify the governance structure		
OBJECTIVE 1: Determine the structure of governance and whether or not there will be a governance board		
Actions	Timing	Person Responsible
Review current drug task force model and other well-working collaboratives		
Investigate existing FJC structures		
Research North Carolina models		
Look at a representation/advice model versus decision making model		
Read Chapter 3, “Governance and Organizational Leadership” in <i>Dream Big, Start Small</i>		
Review Alliance Website Resource Library for materials on governance structures <a href="https://www.familyjusticecenter.org/resources/library/family-justice-centers-and-co-located-models/governance-fjcs/">https://www.familyjusticecenter.org/resources/library/family-justice-centers-and-co-located-models/governance-fjcs/</a>		

Appendix E: **WORKSHEETS FOR WORK GROUPS**  
**GOVERNANCE AND FACILITY** Work Group

<b>GOAL #1: Identify the governance structure</b>		
<b>OBJECTIVE 2: Create mission statement and guiding principles</b>		
Actions	Timing	Person Responsible
Review mission statement sample on page 15 of this report		
Meet with all confirmed and potential onsite partners to agree on common language		
Conduct focus groups with survivors and incorporate their vision into mission statement and guiding principles		
Ensure the FJC Guiding Principles are shared by all partners participating in the decision-making process. <a href="http://www.familyjusticecenter.org/about-us/guiding-principles/">http://www.familyjusticecenter.org/about-us/guiding-principles/</a>		
<b>OBJECTIVE 3: Investigate advantages/disadvantages of various governance structures and leadership</b>		
Actions	Timing	Person Responsible
Look at how finances are managed		
Explore implications of structure on hired personnel		
Research “hyper-governance” model - “Best of both worlds”		
<b>OBJECTIVE 4: Develop a litmus test for governance structure</b>		
Actions	Timing	Person Responsible
Create ongoing review process to ensure governance structure is working		

Appendix E: **WORKSHEETS FOR WORK GROUPS**

**GOVERNANCE AND FACILITY** Work Group

GOAL #2: Identify facility availability/expansion possibilities		
OBJECTIVE 1: Look at location options		
Actions	Timing	Person Responsible
Inventory existing space		
Explore Phase 1 and Phase 2 options <ul style="list-style-type: none"> <li>• Phase 1: look at construction currently on the books</li> <li>• Phase 2: look at longer-term potential</li> </ul>		
Develop partnerships for potential locations/facilities <ul style="list-style-type: none"> <li>• County/City government</li> <li>• Local businesses</li> <li>• Schools</li> </ul>		
Review Our Five-Year Vision on page 11-12 of this report to determine size of space needed to include potential onsite partners		
<i>Read Chapter 4, “Location, Location, Location” in <b>Dream Big, Start Small</b></i>		

Appendix E: **WORKSHEETS FOR WORK GROUPS**  
**GOVERNANCE AND FACILITY** Work Group

GOAL #2: Identify facility availability/expansion possibilities		
OBJECTIVE 2: Determine geography and accessibility		
Actions	Timing	Person Responsible
Consider transportation routes, parking, disability access		
Consider safety  • Lighting • After-hours		
Determine hours of operation  • 8 to 5 • After 5 • 24/7		
OBJECTIVE 3: Look at stigma and confidentiality aspects of location		
Conduct focus groups with survivors		

GOVERNANCE AND FACILITY Work Group Team Members	
Name	Organization

## Appendix E: WORKSHEETS FOR WORK GROUPS

### SERVICE DELIVERY AND OPERATIONS Work Group

At the heart of every Family Justice Center is the offering of services and support to people impacted by domestic violence and related sexual abuse. Because a Family Justice Center is the co-location of existing services into a

single Center, the design of the provision of services and how the Center operates is of paramount concern to the partners, the survivors, and the community. The achievement of this goal will define the Family Justice Center.

GOAL #3: Develop a dynamic service delivery process		
OBJECTIVE 1: Create a solid onsite partner presence		
Actions	Timing	Person Responsible
Research operational readiness of onsite partners  • Statistics • Space needs • Workflow		
Research the service delivery process of onsite partners		
Develop protocols, policies and procedures so all partners are on the same page		
Create method of ensuring principles, values and beliefs of onsite partners align with agreed upon service delivery		
Create an internal communication plan between onsite partners		
Create partner MOUs		
Develop ongoing cross-training plan for all partners		



Appendix E: **WORKSHEETS FOR WORK GROUPS**  
**SERVICE DELIVERY AND OPERATIONS** Work Group

GOAL #3: Develop a dynamic service delivery process		
OBJECTIVE 2: Identify agencies that are vital to the FJC and victims/survivors		
Actions	Timing	Person Responsible
Create an asset map		
Identify non-traditional partners		
OBJECTIVE 3: Establish core services		
Actions	Timing	Person Responsible
Review Our Five-Year Vision on page 13 of this report to begin thinking about core services		
Engage survivor feedback		
Ensure inclusiveness		
Read Chapter 7, “Serving Victims and Their Children” in <i>Dream Big, Start Small</i>		

GOAL #4: Develop a plan to measure success of the center		
OBJECTIVE: Increase presence in the community and streamline messaging		
Actions	Timing	Person Responsible
Explore technology to capture critical data		
Capture the voice of the survivor		
<i>Use Client Exit Surveys</i>		
Review annual reports from operating centers to spur thinking about data collection. <a href="https://www.familyjusticecenter.org/search-result">https://www.familyjusticecenter.org/search-result</a>		

SERVICE DELIVERY AND OPERATIONS Work Group Team Members	
Name	Organization

Appendix E: **WORKSHEETS FOR WORK GROUPS**  
**COMMUNITY ENGAGEMENT, OUTREACH AND VOLUNTEERS**  
 Work Group

Survivors often tell us that Family Justice Centers are the community’s best kept secret. Reaching out, as a collaborative, to other stakeholders, potential partners, community members, victims, local, state, national government officials and funders and letting them know of the

services and successes of the Center is a critical part to success. Learning to tell the story as a united front of service providers rather than individual agencies helps communities engage more and more supporters and maintain momentum.

GOAL #5: Recruit people to tell the story		
OBJECTIVE: Build an outreach team from the community		
Actions	Timing	Person Responsible
Identify ambassadors • Use champions already in place		
Recruit  • University interns • Churches • Neighbors for Better Neighborhoods • YWCA • High School Crosby Scholars • Peer support		
Create a VOICES Committee		

GOAL #6: Create a plan to tell the story		
OBJECTIVE: Craft consistent messaging		
Actions	Timing	Person Responsible
Create unified description of the Family Justice Center		
Create training for all partners, volunteers, staff and survivors on language that describes the mission and framework of the Family Justice Center		
Read Chapter 16, “Public Relations” in <i>Dream Big, Start Small</i>		

Appendix E: **WORKSHEETS FOR WORK GROUPS**

**COMMUNITY ENGAGEMENT, OUTREACH AND VOLUNTEERS**

Work Group

GOAL #7: Tell the story		
OBJECTIVE 1: Create a video		
Actions	Timing	Person Responsible
Sincere and from the heart		
Determine who will be in the video <ul style="list-style-type: none"> <li>• Survivors</li> <li>• Underserved populations</li> <li>• Law enforcement</li> <li>• Advocates</li> </ul>		
Include language diversity		
Include cultural diversity		
OBJECTIVE 2: Develop storytelling platform		
Actions	Timing	Person Responsible
Create and leverage social media presence		
Create list of media outlets		
Create a speaker’s bureau		
Create calendar of community meetings		

COMMUNITY ENGAGEMENT, OUTREACH AND VOLUNTEERS Work Group Team Members	
Name	Organization

Appendix E: **WORKSHEETS FOR WORK GROUPS**  
**FUNDING AND SUSTAINABILITY** Work Group

For the Center to succeed, the planning should include both short term and long-term activities that will ensure the sustainability of the Center.

A sustainability plan for the Center focuses on growing the human and financial resources needed to maintain and expand the Center over time.

GOAL #8: Create a funding and sustainability plan		
OBJECTIVE: Outline first steps		
Actions	Timing	Person Responsible
Create timeline		
Take inventory of resources		
Determine how current resources are being used		
Begin discussions on how to provide financially for all services provided		
Read Chapter 8, "Funding and Sustainability" in <i>Dream Big, Start Small</i>		

GOAL #9: Develop a case for support		
OBJECTIVE: Identify potential resources of funding		
Actions	Timing	Person Responsible
Review other FJCs		
Create a foundation		
Apply for grants		
Seek funding from government agencies		
Look at a variety of cost analysis <ul style="list-style-type: none"> <li>• Incarceration</li> <li>• Human impact</li> </ul>		
Determine impact measures <ul style="list-style-type: none"> <li>• Hope Scores</li> <li>• Human impact</li> </ul>		
Conduct survivor focus groups		
Work with Community Education and Outreach work group to create marketing plan		
Determine positive agency impacts to maintain commitment within six to nine months		
Collect and analyze data		

## Appendix E: WORKSHEETS FOR WORK GROUPS

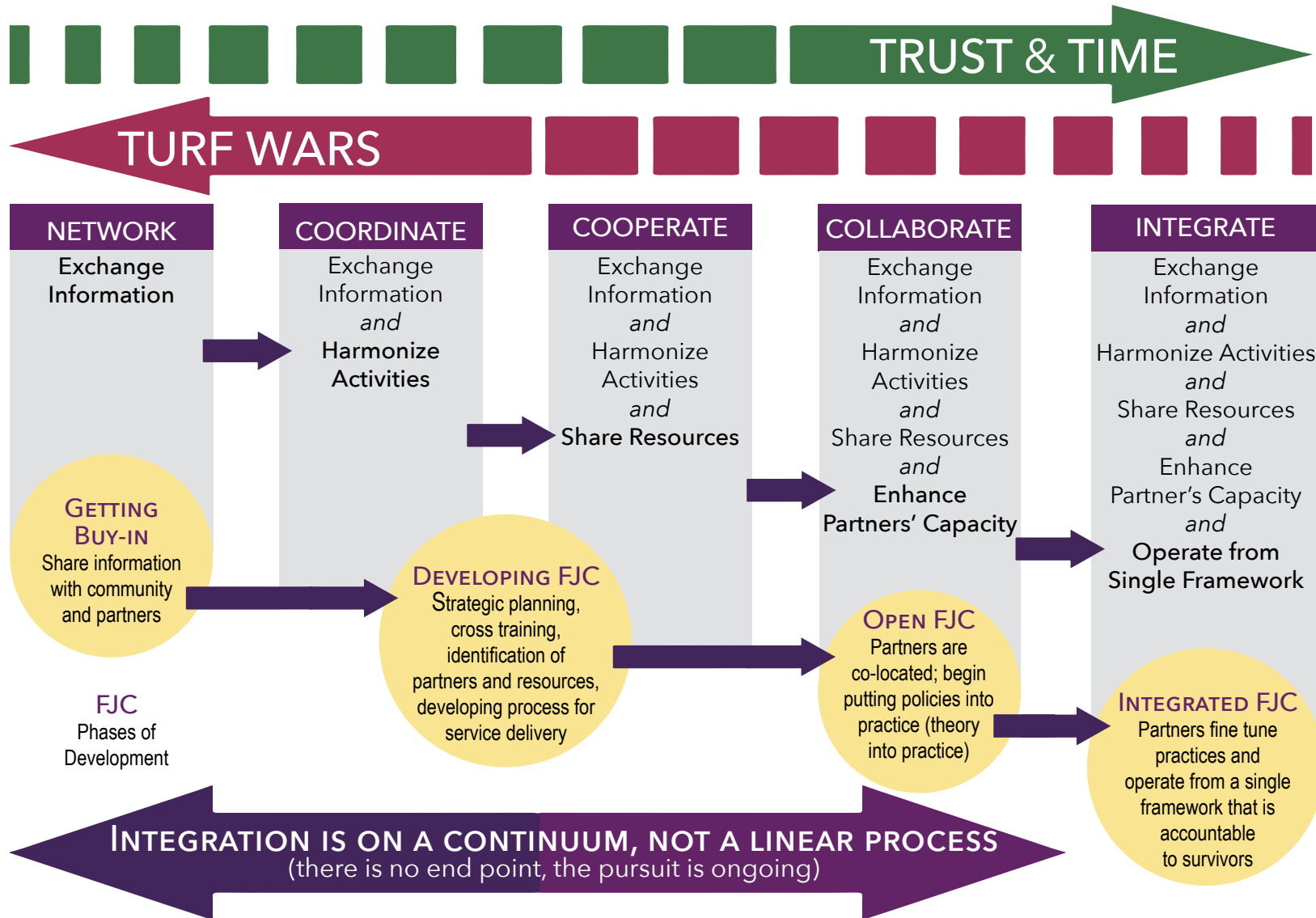
### FUNDING AND SUSTAINABILITY Work Group

GOAL #10: Determine the level of public/private funding sources		
OBJECTIVE: Look at various options related to local and private funding		
Actions	Timing	Person Responsible
Explore establishing a 501(c)(3)		
Explore and access the county/city capital campaign calendar within first six months		
Identify potential partners within the first three months		
Create MOUs with onsite partners		

GOAL #11: Create a phased funding approach		
OBJECTIVE: Consider short term and long-term funding goals		
Actions	Timing	Person Responsible
Create a funding plan for Phase 1 • Up to 12-18 months • Safe on Seven		
Work with Service Delivery and Operations work group		
Work with Governance and Facility work group		
Create long-term funding plan		
Create an inventory of resources and gaps within six months		
Look at various FJCs for funding plans		

FUNDING AND SUSTAINABILITY Work Group Team Members	
Name	Organization

# Appendix F: CONTINUUM OF INTEGRATION



Adapted from concepts of A.T. Himmelman "Collaboration for Change: Definitions, Models, Roles and A Collaboration Process Guide" and a tool developed by Lancaster Community Health Plan.

## Appendix G: FAMILY JUSTICE CENTER ALLIANCE GUIDING PRINCIPLES

**1. SAFETY-FOCUSED:** Increase safety, promote healing, and foster empowerment through services for victims and their children

**2. VICTIM-CENTERED:** Provide victim-centered services that promote victim autonomy

**3. CULTURALLY RELEVANT:** Commitment to the utilization of culturally competent services approaches that are measurable and behavior-based

**4. COMMUNITY-ENGAGEMENT:** Engage all communities through outreach and community education

**5. SURVIVOR-DRIVEN:** Shape services to clients by asking them what they need

**6. TRANSFORMATIVE (willing to change):** Evaluate and adjust services by including survivor input and evidence-based best practices

**7. RELATIONSHIP-BASED:** Maintain close working relationships among all collaborators/agencies (law enforcement, prosecution, community-based domestic violence programs, shelters and other social services)

**8. PREVENTION-ORIENTED:** Integrate primary, secondary, and tertiary prevention approaches into all initiatives, programs, and projects

**9. KIND-HEARTED:** Develop a Family Justice Center community that values, affirms, recognizes and supports staff, volunteers, and clients

**10. EMPOWERED:** Offer survivors a place to belong and even after crisis intervention services are no longer necessary

**11. OFFENDER ACCOUNTABILITY:** Increase offender accountability through evidence-based prosecution strategies

ALLIANCE for  
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